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Executive Registry

65-1583

26 March 1965

MEMORANDUM FOR MR. KARAMESSINES

Dear Tom,

This is a belated reply to your memorandum of 4 January in connection with the Midcareer Training Program and the responsibilities of the Training Selection Board for review of that Program and for monitoring the careers of those who have attended it to insure that their units are taking appropriate action to benefit from this rather extensive training.

You are quite right in your assumption that the Training Selection Board will maintain similar interest in respect to other training assignments and courses and in other trainees. With the continued tightness of money and manpower, it is indeed incumbent upon the Agency to insure that those nominated for training are the best qualified and that those who receive training are appropriately used. I recognize full well the care with which the Clandestine Services names a candidate for the Midcareer Course and for other courses, and of course would assume that it would be viewed as a training course and a progression in one's career and not just a reward for good work.

I, of course, recognize that in certain ways the Training Selection Board can impinge upon the sovereignty of the Directorates, but I believe you are fully aware of my managerial philosophy to the effect that this should be to the minimum degree consistent to the over all good of the Agency and the appropriate utilization of our manpower. In this connection I would note for you that I am repeatedly interrogated by the Director as to the effectiveness of the training which we provide, both internal and external, and perhaps even more so as to how fully we utilize those individuals to whom we have given expensive training. You may recall, because I believe I did advise the Executive Committee at the morning meeting, that the DCI asked for a review of what had happened to the personnel which the Agency has sent to the Senior Service Schools. We did this study and I am unhappy to advise you that it does not reflect favorably upon the Agency's management. From the National War College on down, the Agency personnel who attended these schools

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were not those who were going to rise to the top ranks, with some few exceptions, and in many instances appear to have been those for whom their units had no other assignment and perhaps did not regard as the most promising. This is one of the reasons for the creation of the Training Selection Board and one of the reasons why we have felt it necessary to centralize to a greater degree the responsibility for selection for Agency-sponsored training, either internal or external. Thus I think it should be understood that the Training Selection Board does have the option to look behind the choice of an individual if for any reason they should feel that the individual is not up to the standard required by the Agency, is not equal to the level of other candidates, or does not seem to have the career prospects such as selection would imply.

As I mentioned over the phone, please consider this memorandum the basis for discussion, but I believe that if you looked at the record of the selections for the Senior Service Schools, you would see why we at this level are concerned at the Agency's performance.

s/Kirk
Lyman B. Kirkpatrick
~~Executive Director~~

LBK:drm

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